

2016/17

ANNUAL REPORT



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We respect and acknowledge the Traditional Custodians of the Logan City area, including the Yuggera and Yugambeh language speaking people. We pay respect to the Elders past and present for they hold the memories, the traditions, the culture and hopes of Australia's First Peoples. We acknowledge there are also other Aboriginal and Torres Strait Islander people who live, work in and contribute to the cultural heritage of Logan City.

MESSAGE FROM DIRECTOR OF THE BACKBONE TEAM



Logan Together officially kicked off in August 2015. Much of the year that followed involved working with the community and stakeholders to flesh out how we would go about achieving our goal of improving wellbeing for every child in Logan. The result of these wide-ranging discussions was our Roadmap, which has since proved a wonderful guide for action.

This annual report covers the second year of Logan Together's existence – 2016/2017. During this year the movement grew and proved that we could turn our ideas in the Roadmap into reality. As you'll see in the pages of this annual report, projects big and small began to take shape – most significantly a Community Maternity and Child Health Hub project came into being and achieved significant financial support through the Logan Community Health Action Plan.

Importantly, our efforts at community engagement and empowerment took a major step forward with extensive, structured community listening activity, the development of a peer-to-peer community empowerment framework and the continued participation and leadership of dozens of local community members across our governance structures.

There was much interest in our work from around Queensland and Australia. Our partnerships with like-minded organisations including the wonderful Opportunity Child initiative and the Dusseldorp Forum's Festival of Change event brought us into

contact with inspiring community leaders and policy makers from around the country.

Our work gathering and analysing data on Logan's families has made a big impact. For perhaps the first time it has illuminated in a strategic way the issues that affect local children across their life course, and demonstrated how these issues inter-relate and impact at the local level. This has been a very important source of insight to guide our collective work.

To the dozens of organisations and hundreds of people who have collaborated as part of the Logan Together movement in 2016/17, can I say a heartfelt thank-you. This is a special project that holds enormous promise of positive change here in Logan and across Queensland and the nation as a whole. I feel privileged to be a part of it.

A handwritten signature in black ink, appearing to read 'M Cox'.

Matthew Cox
Director, Logan Together
Backbone Team

MESSAGE FROM CHAIR OF THE TRUST

The Logan Child Friendly Community Consortium Trust is the funding vehicle for Logan Together



From the perspective of the Logan Child Friendly Community Consortium Trust, the 2016/17 year has been one of consolidation and structure. As our movement grew in both reach and activity, the need for clarity around governance and legal and financial transparency became paramount.

The reporting period saw the Directors of the Trust focus on this area as well as the connections between Griffith University and the Logan Together backbone team and while there is still work to be done, much progress was made.

Throughout 2016/17 we have worked to forge relationships with a broad range of philanthropic, government and non-government funders who share a passion to reduce the rates of vulnerability of Logan children. On the national stage the work of Logan Together has become a flagship for place based responses and we know interest in our work will continue to grow.

Everyone involved in Logan Together are all motivated and inspired by the same overarching goal – to improve the lives of children and families in Logan. As a long term service provider in Logan it is exciting to see our efforts come together in a structured way to deliver support where it is needed and, in turn, empower the community to be the best they can be.

Cath Bartolo
Chair of Logan Child Friendly
Community Consortium Trust



MESSAGE FROM THE CHAIR OF LEADERSHIP TABLE



Logan Together has its origins in the passion and commitment of the Logan community, and the organisations who provide services to them. From the outset, it has been clear that people are willing to do things differently to achieve the big goals that Logan Together has set.

Having worked in community services for many years, I am genuinely excited about the opportunity to work on an initiative that is essentially preventative. It seeks to provide opportunities to enhance the development of young children, the support of families and the resilience of the local communities in which they live.

We are a short way along our journey but through listening to the community and harnessing our combined energy and commitment we have already seen some great progress against our goals. In particular the approval for the Community Maternity and Child Health Hubs, increases in kindergarten attendance and commencement of the community engagement phase of our work have all been highlights in 2017/2017.

Logan Together will continue to achieve results. The movement is embedded in solid research about the way to achieve the big goals we have set. Others have done it and we can too. Those who work to empower and support young children in Logan and their families all know we can be more effective in the way we deliver our services. Their willingness to look at things differently will play a big part in our progress.

Perhaps most importantly, Logan Together has a central objective that everyone can get behind - nothing is more important than supporting children and families to allow kids to achieve their potential.

Margaret Allison
Chair of Leadership Table, Logan Together



WHAT IS LOGAN TOGETHER

Logan Together is a collective: people from diverse organisational and personal backgrounds with a shared goal – **to give Logan kids aged 0 – 8 every chance to achieve their potential.** Through harnessing our community spirit and mobilising resources we are working to ensure every child gets the support, love and care they need to be the best they can be. Throughout 2016/2017 we have continued to work with and welcomed a steady stream of individuals, community organisations, Government departments and agencies, politicians and funding bodies who want to work with us to achieve our goal.

Every child. Every opportunity.

Logan Together is Everyone.



WHAT IS LOGAN TOGETHER?

Logan Together is a community-based movement made up of people and institutions from across society.

We've come together to make a difference for our kids and to realise our shared goals. We believe by working together in an organised way at each age and stage of childhood, we can do the things that help kids reach their potential.

We also believe that to be successful, community members should help lead the movement. We are big fans of co-design and citizen empowerment and you'll see community members in leadership roles across everything we do.

Logan Together includes teachers, health professionals, sports coaches, politicians, policy makers, mums, CEOs, volunteers, social workers, spiritual leaders, government workers, young people, researchers, dads, Elders, early childhood professionals, librarians, Council workers, grandparents, business people and just about everyone else you can think of.

WHAT IS COLLECTIVE IMPACT?

We are using the well-known Collective Impact methodology to organise our efforts, and structured community engagement and empowerment approaches like the Harwood Institute framework to drive our work. Collective Impact is a framework used to facilitate and achieve long term social change by bringing organisations together across sectors to focus on a common agenda.

The approach uses data and evidence-based research to help communities develop shared goals and a plan of action based on need and impact. Progress and results are communicated to all participants to create trust and reaffirm objectives, and a Backbone Team of skilled staff service and co-ordinate the campaign. Turn to page 16 for more information on Collective Impact.

OUR VISION

By age 8 children in Logan will be, overall, **as healthy and full of potential** as any other group of children in Queensland.

By 2025 if we can assist an extra 5,000 Logan kids to arrive at 8 years old in great shape, we will have achieved our goals. The following steps outline the approach that has guided all of our activity throughout 2016/17 and will continue to do so in years to come.

- **Taking a lifecourse approach**

Our Vision is guided by the things that make a difference at each age and stage from pregnancy to age 8. Understanding how children develop, and the positive and negative influences that can affect the achievement of key milestones along their development pathway, is essential if we are to make a difference to the lives of children in Logan. We call this our lifecourse approach and it is at the basis of the Roadmap that guides our work. You can read more about the development of our Roadmap and how it leads our Priority Projects on page 17.

- **Building a community movement**

Building a long-term community movement with everyone focussed on the importance of child development is integral to achieving our Vision. This will build on ongoing momentum and focus, sustainability and generational change.

- **An empowered community**

Importantly, we want local people in leadership roles, helping to shape decisions about the issues that affect them and identify solutions that make a real difference. For this to happen, deep citizen engagement and authentic empowerment is important.

- **Devolved decision making for coherent social investment**

We believe changes in the way governments design and spend their social investment dollars will result in far less fragmentation in the social spend. We have likened the current approach to a meteor shower – where programs and funding hit communities in a random pattern from different providers, departments and levels of Government. Our proposed solution would see more decisions devolved for integrated decision making at the city or regional level, taking a trans-disciplinary approach to solving the causes of social problems rather than treating the symptoms. We've got a long way to go to turn these ideas into reality but this year we've made a start, engaging policy makers and funders in the discussion.

- **Answering the right policy questions**

Disadvantage and poverty in Australia is highly geographically concentrated, so we need a long term plan for helping affected communities prosper. Typically, when community issues are identified, resources, support and investment are applied as isolated responses aimed at addressing immediate issues. Taking a trans-disciplinary, cross sector approach and focussing on long term sustainable solutions gives us a chance to get ahead of the game and see prosperity build.

WHO IS LOGAN TOGETHER? IT'S EVERYONE.

Our community members

Since our inception in 2015, local community members have been at the fore across the Logan Together movement as we established the initiative, built partnerships and made plans. In 2016/2017 Logan Together matured as change projects were identified and the community became mobilised more broadly.

When people are empowered to take on the issues they care about, better decisions are made, more people want to be involved and great things happen. This year saw a number of individuals emerge as community empowerment agents within the Logan Together movement. The projects they lead are profiled throughout this document.

Our Funders

We can only do what we do because a bunch of passionate, like-minded people and organisations support us. Here are the organisations who funded us this financial year.

OUR 2016/2017 FUNDERS



Collaboration Structure

To bring the efforts of many partners to bear in a coordinated way, Logan Together has developed some pretty fancy collaboration arrangements. These are summarised in Figure 1 below.

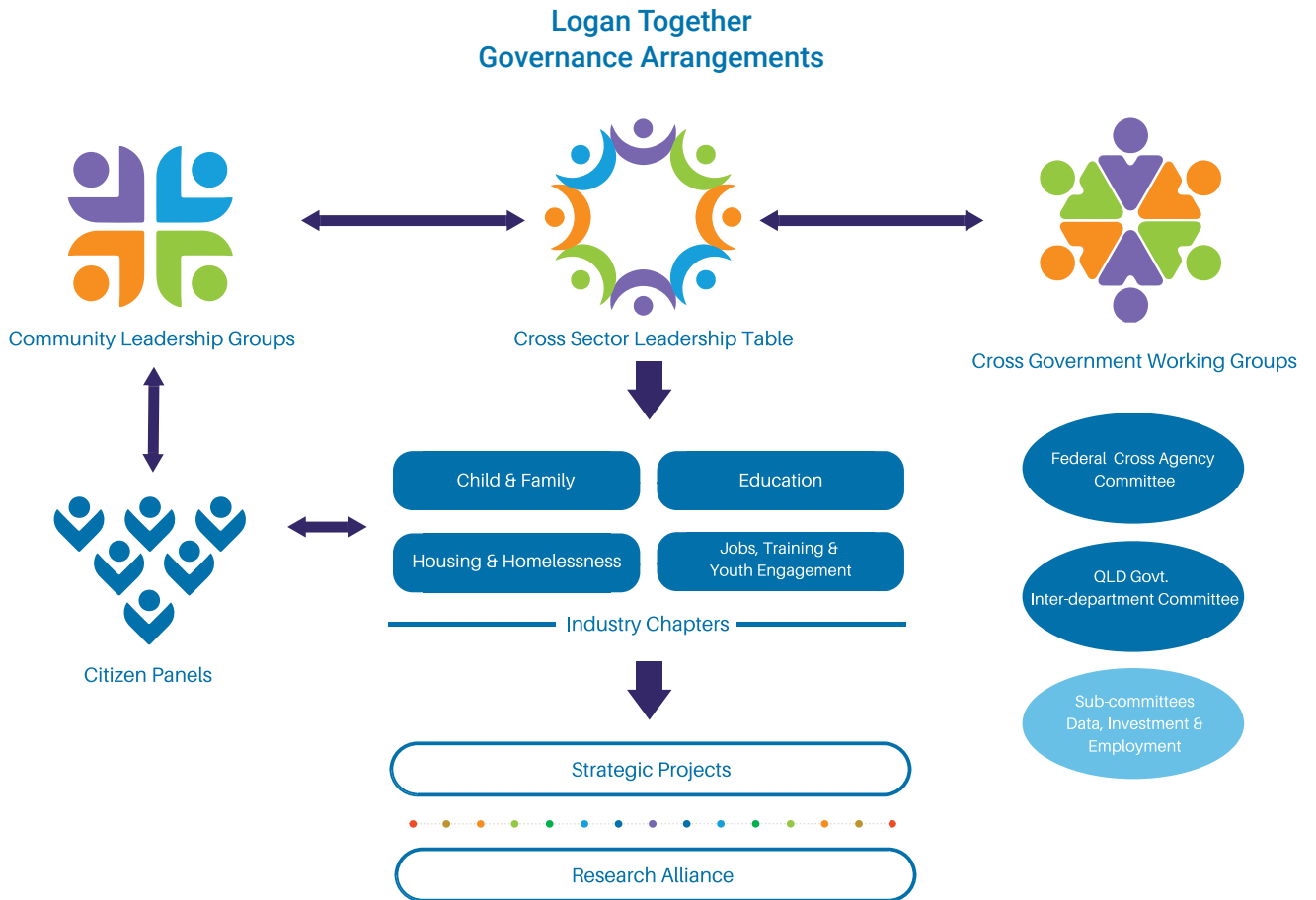


Figure 1 Logan Together Collaboration Arrangements

Logan Together Project Governance

Alongside Logan Together's collaboration arrangements are some formal governance and accountability arrangements that ensure the sound administration of the movement.

Logan Together's supporters pay funds to the Logan Child Friendly Community Consortium Trust ("The Trust"). The Trust then resources Griffith University as the host organisation to employ the Backbone Team and carry out the other activities of the movement.

Griffith University receives funds via a quarterly payment schedule. The relationship between the Trust and Griffith University is overseen by a Deed of Gift and bi-monthly governance meetings. These governance meetings are referred to as Management Committee meetings.

In 2016/2017 the Management Committee comprised of:

- All Directors of the Trust
- Griffith University's Delegate – Pro Vice Chancellor and Head of Logan Campus
- The Director of the Logan Together Backbone Team

These arrangements are summarised in Figure 2. below.

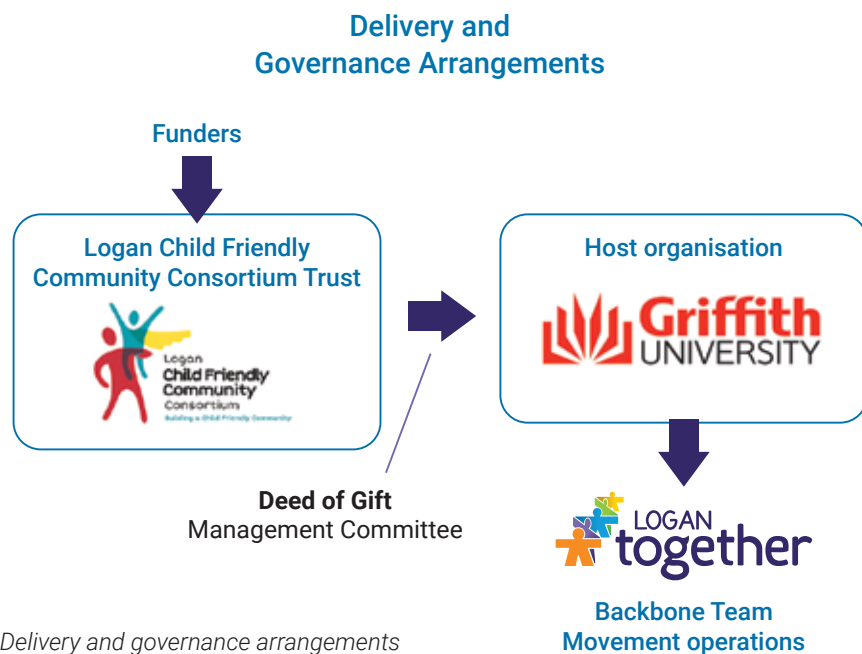


Figure 2. Delivery and governance arrangements

The Management Committee receives operational reports from the Logan Together Director, monitors progress against campaign goals, monitors project finances, anticipates future resourcing needs and provides general guidance. The Management Committee and its members are also highly active in building relationships with key stakeholders, in political influencing and in leveraging members' substantial

professional and personal networks for the benefit of the Logan Together campaign and in supporting the conduct of its component projects. Five of the Management Committee members are also members of the Cross Sector Leadership Table to ensure good alignment with the directions set by the Leadership Table and the oversight role of the Management Committee.

THE LOGAN CHILD FRIENDLY COMMUNITY CONSORTIUM TRUST

Logan Together's funds are held by the Logan Child Friendly Community Consortium Trust. Trust Directors join with others to double as a Management Committee for the Backbone Team.

The Logan Child Friendly Community Consortium Trust receives funds from our Funders and then gifts these to Griffith University as the host organisation for Logan Together. This arrangement ensures 100% of funds go directly to the movement.

The Trust is overseen by a Board of Directors who are joined by the Pro-Vice Chancellor of Griffith University to form a Management Committee which guides the work of the Backbone team.



OUR TRUST DIRECTORS



CATH BARTOLO, CHAIR

Cath has worked in Logan City for 28 years and currently leads YFS, a not-for-profit organisation that has operated in Logan City for 34 years. YFS delivers a range of services to the people of Logan and beyond, including assistance with housing, domestic and family violence, relationships, mental health, legal, money management and more. Cath is a member of the Logan City of Choice Leadership Team.



DR GEOFF WOOLCOCK, DIRECTOR

Geoff Woolcock is a Senior Research Fellow at the University of Southern Queensland's Institute for Resilient Regions, and an Adjunct Associate Professor at Griffith University's School of Human Services and Social Work and QUT's Centre for Children's Health.



BRIT IBANEZ, DIRECTOR

Brit is a Partner with law firm McMahon Clarke. Brit's areas of expertise include advising responsible entities and trustees on the operation and management of their schemes, resolving shareholder oppression actions, advising directors about their potential liability in advance of making board decisions, acting for parties in joint venture and partnership disputes, financial services disputes, and conducting litigation about disputed contract rights and obligations.



MICHAEL TIZARD, DIRECTOR

Michael is a social worker with over 30 years' experience in the child and family services sector, and has worked in both government and non-government organisations. He has worked in statutory child protection, family support, parenting and early childhood education and care, as a practitioner, senior manager and in executive roles. Michael is currently CEO of C&K Kindergartens.



MARGARET ALLISON, DIRECTOR

Margaret has over 35 years' experience in state and local government, including roles as the Chief Executive of the Public Service Commission and Director-General of the Department of Communities, Child Safety and Disability Services. She retired from public service in late 2013. Margaret was appointed as a Fellow of the Institute of Public Administration Australia in 2008, and is also appointed as an Adjunct Professor in the School of Business and International Relations at Griffith University.



LESLEY CHENOWETH, GRIFFITH UNIVERSITY REPRESENTATIVE ON THE MANAGEMENT COMMITTEE - PRO-VICE CHANCELLOR AND HEAD OF CAMPUS PROFESSOR (RETIRED 2017)

Lesley Chenoweth AO, BSocWk, MSocWk, PhD was formerly the inaugural Professor of Social Work and in 2011 became ProVice Chancellor and Head of Logan Campus at Griffith. She has many years experience as a social work and human service practitioner, academic and activist chiefly in the disability area.

Cross Sector Leadership Table

This is the peak leadership body for the movement and consists of senior representatives from community, government and not-for-profit sector organisations. The Leadership Table meets monthly.

Government partners

The Leadership Table maintains structured links with the Federal and State Government and Logan City Council to coordinate work and pursue priorities. The Federal and State Government have structured inter-departmental coordination arrangements to support collaboration with Logan Together.

Chapters

These are coordinating bodies that oversee specific work agendas and integrate related projects and actions. Their work is broken up under the following themes:

- **Child and Family Chapter** – This group has a broad child and family wellbeing agenda with a strong focus on social and emotional wellbeing and family support practice. The Child and Family Chapter meets monthly.
- **Education Chapter** – This group has a focus on early learning and education across the Early Childhood Education and Care (ECEC) sector and early primary school. The Education Chapter meets every two months and doubles as the Queensland Department of Education and Training's early childhood advisory group known as GBQF.
- **Housing and Homelessness Network** – This is an existing network meeting which addresses homelessness and housing services and needs in Logan. The Housing and Homelessness Network meets monthly and Logan Together partners access the network to discuss housing and homelessness matters.
- **Employment and Training Chapter** – This group brings together employment and training providers to focus on jobs for families in priority areas. The Employment and Training Chapter meets every two months.

Projects

When community engagement and energy gathers around an idea or an issue, a group is formed from interested members of the Logan community to run with it. Project groups include individuals from a wide range of organisations and backgrounds with the common attribute of having a strong interest, passion and experience in the project's subject matter.

Research Alliance

Data is essential to everything we are working towards at Logan Together. Baseline measurements support community energy in showing us where we need to focus our energy, while monitoring and reporting show progress and help inform future policy changes. We are looking to formalise our use of data in 2017/2018 with the establishment of a network of researchers in a Research Alliance.

Community Partners

Throughout 2016/17 we have had the privilege to work with some amazing organisations who are at the community coalface every day.

Together we have worked to mobilise resources across the local community, the sector and government to move closer to our vision of equal opportunity for kids in Logan. Here is a snapshot of the wide range of community partners we have worked with this year. You can read more about the many achievements of our partners later in this document.

COMMUNITY LISTENING *(GIVING YOUR VOICE VOLUME)*

The community – the children and families of Logan – are at the centre of the Logan Together movement. Their voices, aspirations and hopes for their lives in Logan drive our work and inform the projects and programs of our partners. Two years in, community listening guides everything we do and throughout 2016/2017 we conducted a broad range of large and small scale listening activities with adults and children across Logan. **This approach means we can follow the energy of the community, discover their priorities at a grass roots level and give volume to their voice.**



OUR PLAN

THE COLLECTIVE IMPACT APPROACH

There are many things that go into producing a healthy, happy eight-year-old – from before birth through each and every stage of childhood. That’s why we need everyone involved in the Logan Together movement.

Collective Impact is an effective way of getting partners organised around a common goal. It’s an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change.

Collective Impact is based on the belief that no single agency, organisation or department can overcome a complex social issue alone. It was originally described by

Kania and Kramer in 2011 and was further developed by Weaver and Cabaj in 2013.

In establishing how we were going to work at Logan Together we drafted a design principles manifesto that takes the Collective Impact idea and adds elements to help the approach work in our unique community.

The table below shows how the thinking has evolved:

KANIA & KRAMER 2011	WEAVER & CABAJ 2013	RUBENSTEIN & HOGAN 2016
Focus: Managerial	Focus: Movement building	Focus: Movement building
Continuous communication	Authentic engagement	Engagement & Mobilisation
Common agenda	Shared aspirations	Shared aspiration, outcomes
Shared measurement	Strategic learning	Measurement, evaluation, strategic learning
Mutually reinforcing activities	High leverage opportunities	High leverage strategies
Backbone support	Container for change	Backbone support
		Place based
		Collective partnerships
		Co-design
		Governance
		Capability building
		System-level re-engineering
		Program logic/rational planning

Table 1: The Evolution of Collective Impact

THE ROADMAP

The draft *Logan Together Foundation Roadmap, Scoreboard and Action Plan* was produced at the end of 2015 after extensive consultation with the community. It was one of the most important milestones in the establishment of the Logan Together movement as it captured residents' concerns about their community as well as their ideas to address them.

The document included two foundation elements that are still at the basis of the Logan Together approach today – the importance of taking a life course approach to the achievement of our overall vision, and the importance of focussing efforts on key risk and protective factors that will contribute to our long term outcomes.

The original document came about after significant community consultation and involvement including 25 workshops, events and working groups. From this process came about 30 strategies for action driven by community energy and interest.

The Foundation Roadmap provided an effective framework for early activity but as the number and complexity of projects sitting under the Roadmap grew, it became unwieldy and more difficult to link to the life course approach.

In 2016 the roadmap was reviewed and the strategies for action condensed into six "game changing" priority projects specifically linked to stages on the life course. Work continued on "blooming flower" projects which kept community energy flowing with shorter term wins.

These six priority projects reflect goals for each child, their family and their wider community, including support providers, educators and others.

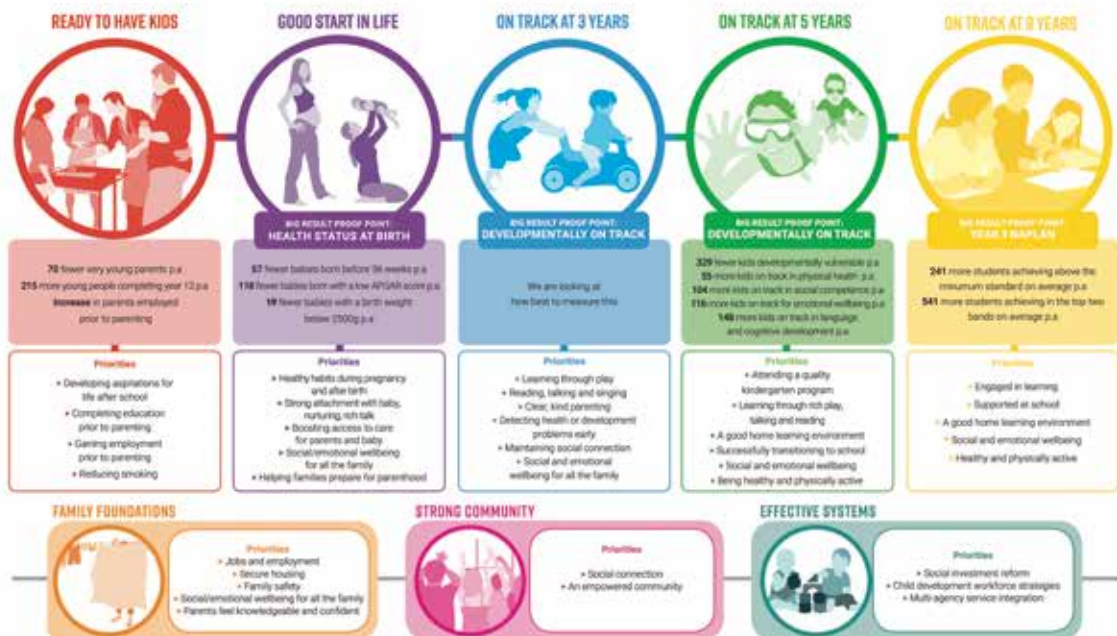
Every family in Logan is included, not just those who may be experiencing tough times. We understand that every child's situation is different and some situations will require extra effort to engage and coordinate with families for their ongoing support.

A really important principle for Collective Impact approaches is that it is for every child. When we set goals in the Roadmap like "access to stable housing", we mean it, and we intend to do everything required to meet the needs of every type of family, no matter their background or current situation.

OUR BIG RESULTS

We'll know we are making progress if we are closing the gap in the following areas:

OUR ROADMAP: THE 10-YEAR PLAN TO HELP 5,000 MORE LOGAN KIDS THRIVE BY AGE 8



Logan Together is all of us. Go to logantogether.org.au to find out more.



IF WE CAN CHANGE THE DEVELOPMENT TRAJECTORY OF ABOUT 5,000 KIDS UNDER 8 YEARS OVER THE NEXT TEN YEARS WE WILL HAVE CLOSED THE GAP

JOIN US

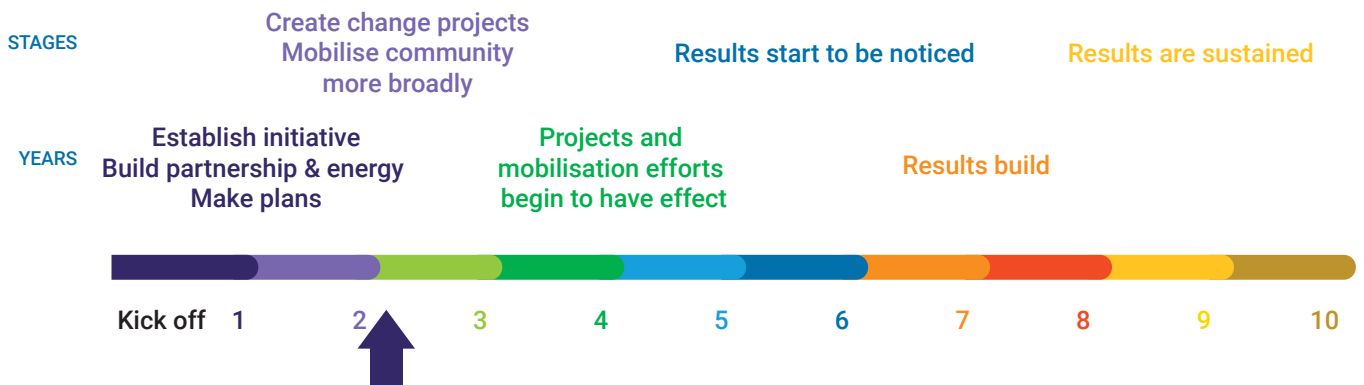
No matter what your background, you can help enrich the lives of the Logan community by joining us on this 10-year movement. We have ambitious goals for the wellbeing of our children but we're confident we can achieve them if we focus and align our efforts around children and families. Throughout 2016/2017 we have worked together to empower our community and our children so that we can all work to be the best we can be. If that sounds like something you or your organisation would like to be a part of, please get in touch with us – we would love to talk to you.

Get in touch with us at info@logantogether.org.au and find out more by visiting logantogether.org.au



OUR PROGRESS

WHERE ARE WE?



Typically, Collective Impact projects are long term endeavours. The first years are dedicated to establishing the initiative, building partnerships and making plans. By year two, change projects are being created and the community is being mobilised more broadly. In 2016/2017 community energy and interest helped identify and kick start our six “game changing” priority projects that will continue to focus our work as we move into the 2017/2018 year.

We have also highlighted smaller projects that have sparked community interest and energy this year. We refer to them as our ‘blooming flower’ projects.

PRIORITY PROJECTS

In 2016/2017 six priority projects emerged from the community to become the areas for our main focus at Logan Together. These projects have all received endorsement from the Cross Sector Leadership Table and each are led by one of our Chapters. They are at varying stages of development.

Community Maternity and Child Health Hubs

It has always been clear that improving the health of Logan mums and babies during pregnancy and birth was going to be essential to us achieving our long term goals. Initial results of our community wide consultation process held in 2015 showed that each year, between 500 and 600 women in Logan were accessing little or no care during their pregnancy. Queensland Health perinatal data for 2013/2014 showed 10.3 per cent of pregnant women in Logan attended fewer than four ante-natal visit compared with 4.9 per cent across Queensland.

This news inspired action from individuals and community service providers across Logan and work on the Community Maternal and Child Health Hubs Strategy commenced.

Research showed that continuity of care delivered from accessible community locations and integrated with other supports delivered better outcomes for women and their babies and this was the model Logan Together partners adopted.

The aim of the Project was to provide universal access to and engagement with care throughout the pre-birth, birth and post birth period to age 1 by developing 'community maternity centres' that offer community-based continuity of care models.

Individuals, health system stakeholders and community groups came together to design a local community-based child and maternal support service that offered unique opportunities to engage with and support pregnant women and their families. The result was a model that included the following features:

- Long-term relationship-based care pre- and post-natal
- Social and emotional wellbeing screening and support

- Antenatal care
- Child development and parenting education
- Social connection opportunities
- Links to birthing options and hospitals

After many months of tireless effort from members of the Logan community, who worked with Queensland Health, Logan Hospital, Griffith University and dozens of local providers, an ongoing funding allocation for the Hubs was announced in May 2017 by local Member and Minister for Health Cameron Dick as part of a broad Logan Community Health Action Plan

The Hubs will operate using a long-term, relationship-based community midwifery program to support expectant and new mothers. The services will be based in ultra-local community locations like established neighbourhood and community centres to meet the diverse socioeconomic and cultural needs of the community.

Next steps: An oversight committee, including key participants from the original consultation process has been formed and has started guiding the implementation process for the Hubs.

“THE COMMUNITY MIDWIFERY APPROACH THAT THE HUBS WILL USE IS, FOR ME, SUCH AN IMPORTANT PART OF THE WHOLE PROJECT. FORMING A STRONG RELATIONSHIP WITH YOUR MIDWIFE CAN BE SO IMPACTFUL DURING YOUR PREGNANCY AND BEYOND. AND THE FACT THAT THE HUBS WILL BE BASED IN COMFORTABLE COMMUNITY SETTINGS WILL OPEN UP OPPORTUNITIES TO SUPPORT WOMEN WELL BEYOND THEIR PREGNANCY AND BIRTH.”

MELANIE MACKENZIE

COMMUNITY MEMBER | CO-FOUNDER HARRISON'S LITTLE WINGS

The First Three Years (Early Development Initiatives)

Chapter: Education

Research the world over is telling us that the first three years of a child's life has a profound impact on their future health, development, learning and wellbeing. Participation in quality early childhood education has been shown to be an important factor in overall development as well as improving children's successful transition to school.

In addition to the overwhelmingly positive effects exposure to early childhood education brings, a robust early education network also provides early opportunities to identify and act on the need for care interventions and health and developmental support.

In Logan 40 per cent of children aged 0-4 don't attend formal early childhood education and care programs so early development support presents a key area of opportunity for focus for Logan Together.

In 2016/2017 increasing Kindy attendance emerged as a clear area of focus for this project. We began working with our partners to develop a holistic approach which not only focusses on Kindy attendance but also identifies other opportunities for early learning and development to take place outside a formal structure.

Next Steps: In June 2017 a literature review was commissioned focussing on the latest local, national and international research and evidence on approaches to supporting children aged 6 weeks to 4 years who are not attending or engaged with formal ECEC. The findings of the review will be presented to the sector and a strategic working group will be formed to take the findings and apply them to the Logan Together context.

NOW IS THE TIME TO TURN OUR KNOWLEDGE INTO ACTION BY BRINGING TOGETHER PARENTS, COMMUNITIES, SERVICES AND GOVERNMENTS TO ENGAGE IN A CO-DESIGN PROCESS TO CREATE INNOVATIVE RESPONSES TO DIRECTLY ADDRESS THE SPECIFIC AND UNIQUE NEEDS AND ASPIRATIONS OF LOGAN'S COMMUNITIES.

LORI RUBENSTEIN,
LOVE GROWS BRAINS

Early Years Education Neighbourhood Networks (formerly High Quality Early Education Networks with Health and Social Supports)

Chapter: Education

We continued to develop our approach to this project, supporting high quality early childhood education for kids in Logan in 2016/2017.

OVER THE LAST 12 MONTHS THE EARLY YEARS NEIGHBOURHOOD NETWORK ENJOYED SOME GREAT PROGRESS BY STRENGTHENING RELATIONSHIPS WITH PARTNERS AND DESIGNING LOCAL SOLUTIONS SO THAT MORE LOGAN KIDS SUCCESSFULLY TRANSITION TO SCHOOL. THE COMING YEAR LOOKS EXTREMELY EXCITING WITH THREE SITES EARMARKED TO RECEIVE ADDITIONAL RESOURCES INCLUDING DEDICATED EARLY YEARS COACHES TO HELP ADVISE AND SUPPORT NETWORK MEMBERS.

DARLENE ARKINSTALL
QUEENSLAND DEPARTMENT OF EDUCATION

Our work has been guided by a partnership between Logan Together and the Queensland Department of Education and Training (DET) South East Region's Quality Beginnings, Quality Futures governance group. It has also localised some of the key strategies from the DET resource "Supporting successful transitions – school decision making tool".

Under the approach it was decided several "proof of concept sites" will be established where strategies will be put into practice with trans-disciplinary support from child health and social service agencies.

Each site will involve a network of local primary schools and their feeder early childhood education centres to create a natural community of interest. Strategies focussing on professional development of staff, transition to school, early detection and support of developmental issues, and engaging and empowering the parent and carer community will all operate together.

Next steps: The concept will be progressed through our Child and Family and Education chapters for further review and development.



“KINDY CONVERSATIONS IS A PART OF LOGAN TOGETHER’S EARLY YEARS CAMPAIGN. IT’S A GREAT OPPORTUNITY TO BE GENERATING A DISCUSSION WITH LOGAN FAMILIES ABOUT THE IMPORTANCE OF THE EARLY YEARS AND ESPECIALLY KINDY IN PREPARING CHILDREN FOR BIG SCHOOL AND INDEED LIFE. THIS IS JUST THE START BUT IT PROVIDES A NUMBER OF TOOLS TO SUPPORT ALL SORTS OF PEOPLE TO TALK TO FAMILIES ABOUT THE KINDY PATHWAY AND OPTIONS. I’M REALLY LOOKING FORWARD TO SEEING HIGH QUALITY KINDY AS THE EXCITING ‘NORM’ FOR ALL OUR IMPORTANT LITTLE PEOPLE.”

PENNY GOODALL

COMMUNITY DEVELOPMENT WORKER

COMMUNITIES FOR CHILDREN FACILITATING PARTNER LOGAN, THE SALVATION ARMY

Community Mobilisation

Chapter: Cross Sector Leadership Table

2016/2017 saw key Logan Together partners help develop a focus for a localised community mobilisation campaign called The Early Years to encourage parents to adopt positive behaviours and routines that will help set their kids up for life.

Based on key development milestones outlined in the Logan Together Roadmap, The Early Years campaign will build community-wide knowledge and skills to foster behavioural change and empower individuals to personal action. It will feature resources and toolkits for our community to start conversations with families and carers around a range of topics from reading and colouring to getting ready for Kindy and Big School.

Next steps: Logan Together and partners will develop The Early Years campaign to include resources and toolkits, a website and social media presence to build knowledge around the information and actions that make a difference to kids at each life stage.

Jobs for Families (Formerly Employment Projects for Families)

Chapter: Employment and Training

One of the key things impacting kids’ wellbeing and development is household employment. Research shows that kids growing up in jobless households are less likely to develop a successful work career. This project is focussing on responses to these challenges.

A number of strategies have been introduced in 2016/2017 as part of this project, including the establishment of a Young Parents Project, a jobs for families project, and work with local providers of the Federal Government’s ParentsNext projects.

Next steps: ParentsNext providers will consolidate on their collaboration during the 2016/2017 year by identifying areas of opportunity for program enhancement. A working group will be formed to realise these opportunities. The Young Parents Project is moving into action to support approximately 300 new young parents in Logan.

Social Investment and Service Integration Reforms

Chapter: Cross Sector Leadership Table

On the surface there seems to be a vast range of services and support programs available in Logan to help vulnerable members of our community. Yet social issues around unemployment, substance abuse, housing, health and violence are still affecting the lives of too many people.

Service fragmentation, access difficulties, low levels of service engagement and social stigma around accessing services are recognised in research and in community feedback as major impediments to translating support opportunities into improving people's lives.

For any of the community's effort to support individuals, families and improve child development trajectories to be effective, these fundamental issues of efficiency and relevance must be addressed.

Put simply, we have to provide the right support to the right people, in the right way, at the right place if we want to achieve the right outcome for our community.

This project proposes a transformative redesign across multiple family-facing disciplines and projects to address the questions of how families engage with and experience support systems across the health, education and social services domains. It will also focus on whether a joint effort across those domains can be more effective in achieving long-term positive results for families.

Next steps: All the work we have done to date is informing our approach to this long-term, strategic project. We will continue to work with our Logan Together partners and their funding bodies to help achieve a family-centred support system that brings long-term improvements to people's lives.

WE ARE FACED WITH AN OPPORTUNITY THAT WE CAN'T IGNORE WHICH, IF EXPLORED AND TESTED, COULD POSITIVELY IMPACT THE LIVES AND OPPORTUNITIES OF FAMILIES ACROSS AUSTRALIA. BY COMBINING A GROWING CONSENSUS THAT THE CURRENT SOCIAL SERVICES SYSTEM (IN THE MOST PART) RESPONDS TO CHALLENGES RATHER THAN PREVENTS THEM, WITH AN EMERGING UNDERSTANDING OF WHICH MODELS DO WORK, WE HAVE THE MOON-SHOT CHANCE OF REDUCING GENERATIONAL VULNERABILITY AND DISADVANTAGE.

MODELS LIKE LOGAN TOGETHER TAILOR A COLLECTIVE IMPACT METHODOLOGY TO THE SPECIFIC NEEDS OF THE LOCAL COMMUNITY TO ENSURE THE FUNDING AND DELIVERY OF SOCIAL POLICY EMPOWERS AND DEVELOPS THE COMMUNITY. WE'RE THRILLED TO BE WORKING WITH LOGAN TOGETHER ON SUCH AN EXCITING AND LIFE-CHANGING PROGRAM OF WORK.

**BELINDA DREW, CEO
COMMUNITY SERVICES INDUSTRY ALLIANCE**

Other Projects

In addition to our six priority projects, a number of smaller projects have sparked community energy in 2016/2017. These projects are all contributing to the Logan Together vision by positively impacting the lives of children in our community and helping them reach milestones in social, emotional and physical development.

Established by community, for community these projects are being driven by organisations or individuals who are part of the wider Logan Together movement.

Logan's Little Learners (Previously Language and Literacy Project)

We've known for some time that reading to children from a very young age helps to stimulate their brains and lays the groundwork for improved literacy in later years. But research is now showing us that up to 90% of a child's brain development occurs in the first five years, making every interaction with parents and carers an opportunity for learning.

Our Language and Literacy Project focusses on creating and supporting opportunities for children to develop a love of reading and for parents to learn skills to help develop their child's early literacy. It also identifies opportunities for early intervention when developmental support is required.

An important part of the project is the First Five Forever program. First Five Forever is a government funded community program delivered by Logan City Council's Library Services. It is aimed at supporting parents and carers in their roles as their children's first and most important teachers. The program is thriving in Logan with a range of free sessions at Logan City Libraries and other community spaces, sparking a joy of learning in babies and children across the City.

Children Together: Formerly Social & Emotional Wellbeing Project

This project is focussed on creating a culture that protects and values the social and emotional wellbeing of children. Based on the Unicef Child Friendly Framework the project wants to ensure the rights of children are reflected in policies, laws, programs and budgets.

Children are active agents, and their voices and opinions are taken into consideration and influence decision-making processes. Concepts being explored as part of this project include a Children's Summit to capture the voice and aspirations of Logan children and what they want for their community.

Young Parents Project

Through their work in the community, Logan Young Parents project group has identified the need to provide some additional support to women who are embarking on their parenting journey when they are under 19 years of age.

After talking to service providers and young parents themselves, the group saw the need for a "goodie bag" designed specifically to help young people receive information and practical items that would assist them as they began their vital roles as mums.

Logan Hospital receives approximately 300 young mums each year and the group is keen to start distributing goodie bags from October and is currently seeking the support of individuals, community groups and businesses to stock the bags.

The bags will include information on support groups and services in the Logan area as well as fact sheets on common newborn issues and the importance of attachment parenting but help is needed to source practical items to give the young parents a hand.

ParentsNext Collaboration

Parents Next is a Federal Government readiness for work program, designed to help parents with young children enter or re-enter the workforce when their youngest child starts school.

In 2016/2017 the seven service providers who deliver the program began working collaboratively as part of Logan Together to identify ways of removing barriers to employment for their clients while also improving efficiency and outcomes.

Common intake and assessment factors are currently being identified to help providers manage clients uniformly and improve outcomes.

Child Development Workforce Plan

The development and retention of a skilled workforce supporting children and families is an essential step in improving the development trajectories of children.

The Child Development Workforce Development Plan is being designed to support the child-facing workforce to better support healthy child development and life trajectories. The project focusses on boosting skills and knowledge within the local workforce, assessing skills availability and labour force churn, and identifying gaps in current training arrangements.

Of particular importance to the project group is identifying ways to develop skills in critical areas such as child development knowledge, social and emotional learning, cultural competence, needs screening and referral.

This project is in its early stages but the energy around it is strong. Commencing in September 2017, The Salvation Army Griffith Knowledge Partnership will be delivering five master classes using the Circles of Change Revisited process to enhance service design and practice in Logan.

The Circles of Change Revisited process is nationally recognised as being a highly effective tool for those working with children and families and the team is excited to be able to offer it free of charge in Logan.



SOCIAL INVESTMENT REFORM

Local, community driven responses are powerful, but to cement our progress, we need to spin the fragmented social services system on its head and consider wider social investment reforms. Reforming social investment and integrating services is a priority outcome for Logan Together and when it's achieved, it will ensure the sustainability of our work for generations to come.

While the overall goal is a long term one, our work throughout 2016/2017 helped inform and guide the improvements that need to be made in the way social improvement programs are funded and managed.



CELEBRATING THE WORK OF OUR LOGAN TOGETHER PARTNERS

It will take a few years to see big shifts in outcomes for our kids, but in the short term we can track the progress of the projects we think will make a big difference. The Collective Impact approach of the Logan Together movement means that every project being driven by our partners, based on the energy of our community, is moving us closer to achieving our goal of creating the best life opportunities for kids in Logan.

We want to highlight and acknowledge some of the great things Logan Together partners have achieved in 2016/2017:

Communities for Children

Our colleagues at Communities for Children hosted by the Salvation Army continue to deliver a wide range of very important opportunities for Logan's children and families. In recent years they have pioneered the development of Family Places at Woodridge and Eagleby, supported social and emotional wellbeing programming and worked with local schools on an extensive range of wellbeing projects. These kinds of universal, holistic approaches are pivotal to achieving Logan Together's goals and we hope to build on them and replicate them. A knowledge partnership with Griffith University has captured much of the excellent practice.

Sure Steps

Logan Together partners YFS and the Queensland Department of Housing and Public Works are trialing a "Family Coach" model through the new Sure Steps program. A Family Coach works holistically with all members of the household to understand aspirations and then work long term to help achieve those goals.

The model has wide implications for service change.

Browns Plains Early Years Centre

The Benevolent Society continue to develop their Early Years Centre at Browns Plains into a valuable place for young children and their parents and carers. The Centre offers access to a wide range of group programming, health and family support services as well as kindy enrolment and other early education support.

Relationships Australia Mental Health and Wellbeing Hub

In 2016 Relationships Australia secured funding for a new preventative mental health and wellbeing hub in the community. The Logan and Southern Moreton Bay Islands Hub was funded by the Queensland Mental Health Commission under the Early Action: Queensland Mental Health Promotion, Prevention and Early Intervention Action Plan 2015/17.

Early Action acknowledges that good mental health and wellbeing is fundamental to all our lives. It is the foundation of flourishing individuals, families, and communities, and central to achieving long-term social and economic prosperity.

The work of the Logan and Southern Moreton Bay Islands Wellbeing Hub is to improve knowledge and understanding of positive mental health, including the ways in which individuals and communities can enhance and protect mental health and

wellbeing. This includes promoting the understanding that mental health wellbeing is an important end in itself and not just an absence of illness.

Goodstart EChO Centre in Logan

Logan Together partners Goodstart Early Learning saw the need to develop a program aimed at providing additional support to those children who may find early learning more of a challenge than others. Their Enhancing Children's Outcomes (EChO) program has been introduced at centres across Australia in 2016/2017, including at Goodstart Waterford in Logan.

EChO Centres enrich communities by providing access to high quality early learning support targeted to children in those centres who have additional developmental needs. The centres are provided with additional resources to allow time for family engagement, community connections and additional educators supporting in speech and language, occupational therapy and child and family linkages.

Each centre offers services that meet the individual and unique needs of the centre community. The programs and services offered range from providing nutritional support, to transdisciplinary and outreach services.

Kingston Kindy is a Deadly Kindy

The importance of Kindy was highlighted as part of the introduction of the Deadly Kindy program by Logan Together partner Aboriginal & Torres Strait Islander Community Health Service Brisbane and C&K. Activities such as a Stay and Play Day at Kingston Community Kindy early in 2017 helped introduce parents and kids to their local Kindy and also highlighted the important part Kindy plays in preparing kids for big school. The introduction of the program resulted in a 50 per cent increase in Indigenous kindy enrolments.

AEIOU Centre

Logan children with autism and their families received a boost in support in July 2016 when Logan Together partner organisation AEIOU received a \$1 million investment from the Federal Government's National Stronger Regions Fund (NSRF) to construct a purpose-built Logan Autism Centre.

The investment will support the AEIOU Foundation to provide early intervention services, creating a lifetime of opportunities for children with autism and their families.

The Centre will be part of the innovative Meadowbrook Health and Knowledge Precinct in Logan, which is transforming a suburb into an integrated centre for health, education, research and community.

As part of the establishment of the centre, AEIOU will collaborate with Griffith University to create training pathways for disciplines including behaviour therapy, speech and language pathology, occupational therapy and medicine.

The Family Place Approach

Logan Together partners The Salvation Army and Griffith University have collaborated to develop a unique approach to creating safe community spaces for children and parents. The Family Place Approach utilises soft entry, universally accessible programs for children and families and creates a culture of safety for children, parents and other practitioners.

The Approach is embodied in the Family Place community space at Woodridge where free activities and support are offered to local families. The service offers a range of different programs, including playgroups, literacy groups, drop in health clinics, family fitness programs and support for fathers including a Dad's Playgroup.

Access Gateway community hub

Increasing social inclusion for new arrivals and refugees settling in Logan is one of the aims of the Access Gateway community hub established by Logan Together partner Access Community Services. Long-time Logan residents and new arrivals can interact and build relationships with each other and connect with crucial services at the Gateway, which is driven by the lived experiences of refugees and migrants. From English classes and driving lessons to work experience and legal advice, the Gateway door is open to everyone seeking assistance or advice.

Hosanna: The Village Hub

Logan Together partner Hosanna Logan City opened The Village Hub in March 2017. The Village Hub is the only community controlled and owned hub designed to strengthen links in the Pacifica and Maori communities in a culturally safe environment.

Run by two pastors within the church, the Village Hub provides a range of services to the community including homework club, playgroups, prison ministry, senior's programs, budgeting assistance, parenting courses and food relief.

Pop Up libraries

In August 2016 Logan Together community partners ran an innovative pilot program of pop up libraries at selected McDonald's restaurants in Logan, giving free books to children dining there after school with their families.

The pop ups ran on Friday afternoons, the period when the most Happy Meals are sold each week. They were held over 12 weeks at three different McDonald's restaurants in the city – Logan Central, Marsden and Beenleigh – spending four weeks in each location.

The program was delivered in partnership with the First Five Forever family literacy initiative and community volunteers, and was positively received with lots of families saying they would love to keep attending.

The libraries were a great example of a community empowerment project – the group working on the overarching 0-3 development program was very focussed and keen to get started and do something alongside developing their longer term project plan. One parent had the idea for pop up library sessions to expose kids to books in a fun story time session that created space for casual conversations with parents, and the group really embraced this idea.

Yarrabilba working group

Yarrabilba is one of the youngest and fastest-growing suburbs in Logan. The Yarrabilba working group is a collaboration between community members, government departments and property developer Lend Lease to explore opportunities to provide services to the growing community.

Flood Recovery

In April 2017 Logan and surrounding areas were hit by severe flooding in the wake of Cyclone Debbie. Logan Together helped coordinate our partners and other service providers to offer child care for families affected, keeping children safe and cared for while parents took on the tough job of cleaning up. Logan Together partners also facilitated access to other essential community services such as food banks and clothing.



Better Neighbourhoods Logan

Better Neighbourhoods Logan is a collaboration between the Department of Housing and Public Works, Economic Development Queensland and community service providers to provide safe and affordable housing and improved employment opportunities in Logan.

Launched in December 2016, the program aims to improve housing diversity and better meet people's needs by addressing the changing needs of the community through Government investment. It will also draw on public-private partnerships and developer-led projects to deliver private accommodation and mixed use developments to meet the needs of a rapidly growing community.

Community Listening

From September to December 2016, Logan Together embarked on a large scale community listening exercise to bring forward the voices of community members on the issues that are important to them, their families and their community.

In order to better understand the needs of a diverse range of community members, Logan Together are asking folks from all walks of life and every corner of Logan "What is important to you?"

Using brightly coloured 'paper people' as featured in the Logan Together logo, community members and industry stakeholders were asked to write as little or as much as they like.

The listening activity was intended to engage participants in casual, positively framed conversations, and allow the team to identify themes and issues of significant importance to families.

The activity helped to start conversations with kids, parents, grandparents and the broader Logan community to get a real sense of priorities from the grass roots.

Community Listening – a kid's case study

In May 2017, Logan Together launched a creative art display at the Logan Art Gallery as part of Under 8's Week. The art installation is the culmination of more than 2,000 conversations with kids and families in Logan over the past six months asking them to document on Little Paper People "what's important to you?" We also participated in the Australian Simultaneous Story Time on the day with a book reading from Logan City Mayor Luke Smith.

The result was hundreds of little coloured paper people that now take pride of place in the Logan Art Gallery. The exercise was undertaken as part of a comprehensive program of community listening activities that sought to capture the voice of local children.

Community Partners Program

In late 2016 Logan Together began trialling a 0-8 years Community Partners Program with support from community and philanthropic organisations. The Program aims to mobilise the community through community partners, empowering them to take action on local issues and create positive change for kids, families and the community.

The Program uses Community Partners to access the community's knowledge and resources and to help turn ideas into action. These Partners offer their time voluntarily. To date this program has generated significant community energy resulting in a number of successful events.

'Excellent' rating awarded to Rosie's Early Learning Centre

In November 2016 Logan Together partner, Rosie's Early Learning Centre in Daisy Hill, was awarded the Excellent rating by the Australian Children's Education and Care Quality Authority (ACECQA).

The ranking saw Logan become the only community in Australia to have three early childcare services with the Excellent rating, the other two being Canterbury College Kindergarten Program in Waterford West and John Paul College Outside School Hours Care in Daisy Hill.

The service is a leader in a number of community initiatives, including Logan Together, which were established in response to Australian Early Development Data (AEDC) data, and it partners with a women's domestic violence shelter, supporting women and children in crisis by integrating them into the service.

Educators at the service are supported to champion their strengths and interests, and lead children's learning in key areas like food literacy, mental health, languages, sustainability and cultural competence. Educators are encouraged to become leaders through the service's coaching and leadership program.

Positive Mindset Festival

In October 2016 we were proud to support the Positive Mindset Creative Arts Festival – an event focussed on connecting young people and raising awareness about mental health and addiction through performance and artwork.

Schools from across Logan took part in the festival which was spearheaded by Metro South Health Network and supported by Logan Together, QUT, Headspace and Lady Cilento Children's Hospital.

Students explored themes around mental health and addiction through dance, drama, music, visual art and multimedia.

The benefits of the Festival went beyond the opportunity to connect through creativity. Staff and students from all participating schools were provided with access to free Mental Health First Aid training.. Participating schools were also offered a professional development session on mental health for their staff and school community, and schools with a category winner received a Mental Health Resources Pack for their school.

Rumble's Quest

In 2017 the Queensland Family and Child Commission commenced a trial using the interactive video game Rumble's Quest to measure the wellbeing of children via selected family support services across Logan.

The game is part of an Australian-first suite of online resources developed by staff at Logan Together and partner organisation Griffith University.

Rumble's Quest gives children the opportunity to report their own feelings and sense of wellbeing as they journey through an interactive universe.

As they progress, the game asks questions designed to obtain a detailed measure of the child's social and emotional wellbeing with results able to be evaluated at an individual, school or community level.



Asset register and service mapping

In the first half of 2017 we worked with Logan City Council and a range of Queensland Government departments to develop a community services asset map to better understand the location of resources, challenges and strengths across Logan.

The result was a shared resource that will enable us to:

- Build on and expand existing community strengths
- Generate a shared awareness and understanding of community assets
- Seek to identify resources which are missing from community
- Visualise the strength of current networks of organisations that work to support the community
- Facilitate collaboration by supporting the creation of partnerships which are based on shared outcomes

Plans are in place to populate an online mapping tool with the data to help service providers in Logan access relevant and geographically convenient referral pathways for their clients. It will also allow for more effective local planning by both government and the sector.

Logan State of Children and Families Report

After months of hard work and research, the 2017 State of Logan's Children and Families report was released in May 2017, chock full of data and facts about the issues that matter for our kids.

From data on pregnancy and birth, home reading, Kindy attendance through to NAPLAN performance – every data set we could find that tells us something useful about our kids was included in the three volume report. The data gives an important insight into where our kids are growing and how they are doing with a range of issues.

The report also included key data on Logan households including household income, employment status, household composition and housing arrangements. From informing government policy to assisting schools to better understand their immediate community, the data will play a crucial role in guiding our work into 2018.

Community services and government departments have been quick to use the report to help better tailor their programs and services for Logan families. To help keep all members of our community abreast of the findings, Logan Together held a number of data briefings to review the report.

National engagement on collective impact

Since our inception we have been committed to engaging with other collective impact sites across the country. On a national level our relationship with Opportunity Child has helped us connect with sites in South Australia, Western Australia, Victoria, Northern Territory and New South Wales. Through sharing experiences, resources and ideas throughout 2016/2017 we are amplifying our work and making a difference.



FINANCIAL REPORT

Logan Together was well supported in 2016/2017 by funders across the Government, non-government and philanthropic sectors.

The annual accounts are presented in the following pages

LOGAN TOGETHER REVENUE

Logan Together received the following revenue:

	2017 \$	2016 \$
Income		
Auspiced funds	1,336,625	910,060
Other income	4,133	8,058
Total Income	1,340,758	918,118
Expenses		
Logan Together Project	802,000	1,023,000
Other expenses	41,764	7,595
Total Expenses	843,764	1,030,595
Surplus/(loss) from ordinary activities before income tax	496,994	(112,477)
Income tax expense relating to ordinary activities	-	-
Net surplus/(loss) attributable to the Trust	496,994	(112,477)
Other comprehensive income	-	-
Total comprehensive income for the year	496,994	(112,477)

	2017 \$	2016 \$
Current Assets		
Cash at Bank	881,827	279,134
Total Current Assets	881,827	279,134
Total Assets	881,827	279,134
Liabilities		
Creditors	249,640	143,942
Total Liabilities	429,640	143,942
Net Assets	632,186	135,192
Equity		
Accumulated surplus/(Deficit)	632,186	135,192
Total Equity	632,186	135,192

	ACCUMULATED SURPLUS \$	TOTAL EQUITY \$
2016		
Opening Balance	247,669	247,669
Deficit of the year	(112,477)	(112,477)
Closing Balance	135,192	135,192
2017		
Opening Balance	135,192	135,192
Profit for the year	496,994	496,994
Closing Balance	632,186	632,186

GET INVOLVED

No matter what your background, you can help enrich the lives of the Logan community by joining us on this 10 year movement. Many challenges facing our community are preventable if we focus and align our efforts around children and families.

Our community is rich in personal and professional experience and the passion to help each other. By working together, we will empower ourselves, our community and our children to be the best we can be.

Involvement can take many forms – all equally important. Perhaps you might like to participate in a community listening activity, provide business support for one of our projects or donate funds or items to help our work.

Throughout 2016/2017 we have achieved so much and we are still in the early stages of our 10 year project. If you haven't had the chance to connect with us and share your ideas, there will be many more opportunities to come.

If you are interested in getting involved, please get in touch, we would love to hear from you.

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